



City of Greenville 2007 Goals

1. **Goal: Form Effective Partnerships**

A. *Objective: Encourage cooperation and coordination among units of local government in Pitt County*

Action Item #1: Continue to develop effective working relationships with the Pitt County Commissioners and meet quarterly with the Commission Chair and County Manager

Responsibility: Mayor and City Manager

Timeframe: Ongoing

Fiscal Note: Minimal cost

Action Item #2: Bring to a conclusion the work of the joint committee with the Town of Winterville and Greenville Utilities Commission to address mutual issues of growth and utility service

Responsibility: Councilmembers Dunn and Little, City Manager

Timeframe: August 16, 2007

Fiscal Note: To be determined

Action Item #3: Develop a more mutually beneficial mutual aid agreement with one additional neighboring fire-rescue department

Responsibility: Fire-Rescue Department

Timeframe: April 15, 2007

Fiscal Note: To be determined

B. *Objective: Build partnerships with Board of Education and other educational institutions, governmental entities, nonprofits, and businesses with focus on youth and family*

Action Item #1: Create a database of programs for youth

Responsibility: City Clerk's Office

Timeframe: November 30, 2007

Fiscal Note: No direct costs

Action Item #2: Meet with representatives of Pitt County School Board to review current cooperative programs and explore future City-School Board partnerships

Responsibility: Mayor and City Manager

Timeframe: April 30, 2007

Fiscal Note: No direct costs

Action Item #3: Renew the contract for the Police Department to provide school resource officers in schools located inside the City limits

Responsibility: Police Department

Timeframe: June 30, 2007

Fiscal Note: School Board will reimburse most of the costs

Action Item #4: Continue support of Middle School Initiative involving the United Way of Pitt County, Pitt County Schools, Boys and Girls Club, Community Hope Life Center, the C.H.O.S.E.N., and the Greenville Police Department

Responsibility: Police Department

Timeframe: Ongoing

Fiscal note: To be determined

C. *Objective: Increase mutual efforts with higher educational institutions*

Action Item #1: Conduct a joint meeting with the East Carolina University Student Government Association

Responsibility: Mayor and City Council

Timeframe: September 30, 2007

Fiscal Note: No direct costs

Action Item #2: Participate in the town-gown group

Responsibility: Mayor, City Attorney, City Manager, Assistant City Manager, and department heads

Timeframe: Ongoing

Fiscal Note: No direct costs

D. *Objective: Create more regional relationships*

Action Item #1: Participate in North Carolina League of Municipalities regional meetings

Responsibility: City Council, City Attorney, and City Manager

Timeframe: March 20, 2007

Fiscal Note: Some travel and registration costs

Action Item #2: Meet with representatives of the Pitt County Development Commission, North Carolina Department of Commerce Eastern Regional Office, and North Carolina's Eastern Region to discuss economic development cooperation

Responsibility: Mayor, City Council, and City Manager

Timeframe: June 30, 2007

Fiscal Note: No direct costs

E. *Objective: Pursue economic efficiencies through stronger partnerships*

Action Item #1: Continue participation in the Mayor's working group to pursue Golden Leaf Foundation funding opportunities

Responsibility: Mayor, City Manager, and Assistant City Manager

Timeframe: Ongoing

Fiscal Note: To be determined

2. **Goal: Organize City Services to Meet the Needs of the Citizens**

A. *Objective: Continue improvements of one-stop permitting*

Action Item #1: Implement one-stop permitting process when move to the renovated Municipal Building is completed

Responsibility: Public Works and Community Development

Timeframe: May 31, 2007

Fiscal Note: Limited costs will be covered by operating budget

B. *Objective: Increase recycling to reduce the per capita volume of solid waste being disposed of in landfills*

Action Item #1: Develop partnerships to increase recycling within the community

Responsibility: Public Works Department

Timeframe: June 1, 2007

Fiscal Note: No direct cost

Action Item #2: Develop incentive programs to encourage increased recycling

Responsibility: Public Works Department

Timeframe: June 30, 2007

Fiscal Note: To be determined

C. *Objective: Pursue upgrading of housing market*

Action Item #1: Identify problem areas within targeted code enforcement areas and develop a schedule for focused enforcement actions in identified problem areas

Responsibility: Community Development Department

Timeframe: July 1, 2007

Fiscal Note: Minimal direct cost

Action Item # 2: Develop a schedule for boarded-up structures that need to be considered by City Council for issuance of a final order to repair or demolish

Responsibility: Community Development Department

Timeframe: May 31, 2007

Fiscal Note: Minimal direct costs

Action Item #3: Develop and add a preferred housing property standards checklist to supplement information given to owners of property resulting from actions by the Code Enforcement Division

Responsibility: Community Development Department

Timeframe: September 30, 2007

Fiscal Note: Minimal direct costs

D. *Objective: Monitor the efficiency and effectiveness of code enforcement*

Action Item #1: Study best practices in municipal code enforcement to establish baseline targets and report findings and recommendations to the City Council

Responsibility: Community Development Department and Assistant City Manager

Timeframe: June 1, 2007

Fiscal Note: Minimal direct costs

Action Item #2: Institute quarterly reporting to the City Council on code enforcement activities with tracking information of problem properties to be included in the report

Responsibility: Community Development Department

Timeframe: April 1, 2007

Fiscal Note: Minimal direct costs

Action Item #3: Bring to the City Council recommended amendments for Minimum Housing Code changes to improve effectiveness and efficiencies

Responsibility: Community Development Department

Timeframe: October 1, 2007
Fiscal Note: Minimal direct costs

3. **Goal: Increase the Technological Capability of the City**

A. *Objective: Upgrade technology in public safety*

Action Item #1: Public Safety software and hardware replacement providing new functionality and technological capabilities including wireless infrastructure for public safety officers in the field

Responsibility: Police, Fire/Rescue, and Information Technology
Departments

Timeframe: December 31, 2008

Fiscal Note: \$2,750,000

Action Item #2: Create website for police community information

Responsibility: Information Technology and Police Departments

Timeframe: November 1, 2007

Fiscal Note: \$2,000

B. *Objective: Consider technology enhancements in other departments*

Action Item #1: City website update

Responsibility: Information Technology Department and City Departments

Timeframe: October 1, 2007

Fiscal Note: \$3,000

Action Item #2: Install Building Inspections Interactive Voice Response System for access to the inspections process

Responsibility: Information Technology Department and Inspections
Division of Public Works Department

Timeframe: June 30, 2007

Fiscal Note: \$43,900

Action Item #3: Install security/surveillance cameras in the downtown area, City parks, etc.

Responsibility: Information Technology, Police, and other City
Departments

Timeframe: October 31, 2007

Fiscal Note: \$25,000

Action Item #4: Create a Land Development Tracking System for collaboration between Public Works, Community Development, Police, Fire/Rescue, GUC, and NCDOT

Responsibility: Information Technology, Public Works, and Community Development Departments

Timeframe: June 1, 2008

Fiscal Note: \$7,000

Action Item #5: Implement the Procurement and Bid Module to improve the efficiency of information processed through centralized purchasing

Responsibility: Information Technology and Financial Services Departments

Timeframe: June 30, 2007

Fiscal Note: \$29,000

Action Item #6: Create a bidder information system for minority bid tracking

Responsibility: Information Technology and Financial Services Departments

Timeframe: May 31, 2007

Fiscal Note: \$3,000

Action Item #7: Assess the feasibility of allowing employees to be able to access their payroll information from a personal computer

Responsibility: Information Technology, Financial Services, and Human Resources Departments

Timeframe: December 1, 2007

Fiscal Note: \$2,000

C. *Objective: Continue expansion of access to citywide wireless*

Action Item #1: Construct free wireless system in downtown area

Responsibility: Information Technology Department and Assistant City Manager

Timeframe: April 1, 2007

Fiscal Note: \$52,000

Action Item #2: Expand existing wireless capabilities at recreation facilities

Responsibility: Information Technology Department

Timeframe: November 1, 2007

Fiscal Note: Funds included in operating budget

Action Item #3: Evaluate the usage and review technical issues of downtown wireless system to determine feasibility of expanding the system citywide

Responsibility: Information Technology Department and Assistant City Manager

Timeframe: December 31, 2007

Fiscal Note: No direct cost to complete evaluation

D. *Objective: Recognize private businesses with wireless capability*

Action Item #1: Contact Chamber of Commerce and Convention & Visitors Bureau to explore wireless recognition program

Responsibility: Public Information Office

Timeframe: May 31, 2007

Fiscal Note: No financial impact

Action Item #2: Create brochures highlighting and mapping locations of businesses with wireless internet access. Distribute through Chamber business members, CVB and City

Responsibility: Public Information Office

Timeframe: August 1, 2007

Fiscal Note: \$800

Action Item #3: Create website highlighting and mapping locations of businesses with wireless internet access. Secure links from Chamber, CVB, City and other appropriate sites.

Responsibility: Public Information Office

Timeframe: August 31, 2007

Fiscal Note: \$20 annually

E. *Objective: Work with Greenville Utilities Commission on broadband possibilities*

Action Item #1: Continue discussions with GUC General Manager on potential broadband system for Greenville

Responsibility: City Manager

Timeframe: Ongoing

Fiscal Note: No fiscal impact

Action Item #2: Monitor implementation of municipal broadband services in Wilson

Responsibility: City Manager

Timeframe: Ongoing
Fiscal Note: No fiscal impact

4. **Goal: Develop Understanding and Broader Citizen Participation in City Government**

A. *Objective: Continue implementation of Citizens Academy and Youth Council*

Action Item #1: Conduct the first Citizens Academy class

Responsibility: Public Information Office
Timeframe: September 1, 2007
Fiscal Note: \$2,500

Action Item #2: Continue to provide support for the Youth Council

Responsibility: Human Relations Council
Timeframe: Ongoing
Fiscal Note: \$2,500 annually

B. *Objective: Expand GTV-9 programming market to citizens*

Action Item #1: Purchase software and hardware to increase information on and enhance the look of the channel's digital signage (content between video programs)

Responsibility: Public Information Office
Timeframe: February 28, 2007
Fiscal note: \$16,000 included in 2006-2007 budget

Action Item #2: Purchase items (tent, backdrop) to help increase GTV-9 exposure at public events

Responsibility: Public Information Office
Timeframe: March 31, 2007
Fiscal Note: \$4,000 included in 2006-2007 budget

Action Item #3: Create list of potential GTV-9 programs/videos

Responsibility: Public Information Office
Timeframe: March 31, 2007
Fiscal Note: No fiscal impact

Action Item #4: Gather list of ways to effectively market the channel and increase its exposure in the community

Responsibility: Public Information Office

Timeframe: March 31, 2007
Fiscal Note: No fiscal impact

Action Item #5: Propose budget amendment to hire additional full-time videographer to create more programs

Responsibility: Public Information Office
Timeframe: May 7, 2007
Fiscal Note: \$42,176

Action Item #6: Propose budget amendment to purchase vehicle to help facilitate staff's traveling to locations to film programming

Responsibility: Public Information Office
Timeframe: May 7, 2007
Fiscal Note: \$16,000 + insurance

Action Item #7: Explore possible partnerships to purchase mobile production vehicle to increase exposure in the community (signage on the paint scheme) for use at festivals, in parades, and help facilitate production of multi-camera productions (events, programs, etc).

Responsibility: Public Information Office
Timeframe: September 30, 2007
Fiscal Note: To be determined

C. *Objective: Hold an annual City/ECU festival and encourage broad citizen participation*

Action Item #1: Continue partnership with ECU to hold International Festival as part of the new PirateFest

Responsibility: Public Information Office
Timeframe: April 14, 2007
Fiscal Note: \$5,000 included in 2006-2007 budget

Action Item #2: Research better signage options to encourage more participation and create a more festive feel at the International Festival

Responsibility: Public Information Office
Timeframe: April 1, 2007
Fiscal Note: No fiscal impact

Action Item #3: Bring in better entertainment to help increase the attendance at the International Festival

Responsibility: Public Information Office

Timeframe: December 31, 2007
Fiscal Note: \$10,000 in 2007-2008 budget (increase of \$5,000)

Action Item #4: Explore possibility of adding an “Oktoberfest” type celebration complete with food and beer garden at end of International Festival

Responsibility: Public Information Office
Timeframe: December 31, 2007
Fiscal Note: \$2,000

Action Item #5: Explore possibility of creating a festival committee comprised of members of international businesses, Human Relations Council representative, City staff, and other community members as a way to increase citizen participation

Responsibility: Public Information Office
Timeframe: December 1, 2007
Fiscal Note: No fiscal impact

5. Goal: Enhance Diversity

A. *Objective: Continue efforts to make City government reflect the community we serve*

Action Item #1: Implement provisions of the City’s revised Affirmative Action Statement through expanded participation in job fairs at colleges with a predominantly minority enrollment

Responsibility: All Departments
Timeframe: Ongoing
Fiscal Note: Funds included in departmental operating budgets

Action Item #2: Support the work of the employee recruitment teams in the Police and Fire/Rescue Departments

Responsibility: Police and Fire-Rescue Departments
Timeframe: Ongoing
Fiscal Note: \$3,500

Action Item #3: Prepare 2007 annual reports as required by the Affirmative Action Statement

Responsibility: All Departments
Timeframe: December 31, 2007
Fiscal Note: No direct cost

Action Item #4: Increase understanding of community diversity issues through the participation of City supervisors in an updated diversity training workshop

Responsibility: Human Resources Department

Timeframe: April 30, 2007

Fiscal Note: \$7,000

Action Item #5: Increase understanding of community diversity issues through the participation of general City employees in an updated diversity training workshop

Responsibility: Human Resources Department

Timeframe: November 30, 2007

Fiscal Note: \$4,000

B. *Objective: Celebrate the diversity of our citizens*

Action Item #1: Prepare and present to the City Council a strategic plan for the Human Relations Council

Responsibility: Human Relations Officer and Human Relations Council

Timeframe: March 5, 2007

Fiscal Note: To be determined

Action Item #2: Increase participation in existing positive opportunities through public awareness, publicity, and targeted outreach efforts. Examples include, but are not limited to, the International Festival, Sunday in the Park, and July 4th Celebration

Responsibility: Public Information Office

Timeframe: Ongoing

Fiscal Note: Funds included in current budget

C. *Objective: Work toward an All-Inclusive City in 2007-2008*

Action Item #1: Present National League of Cities Inclusive Communities resolution for City Council consideration

Responsibility: Human Relations Officer and Human Relations Council

Timeframe: March 8, 2007

Fiscal Note: No direct costs

Action Item #2: Submit documentation to the National League of Cities so that Greenville will be officially recognized as an Inclusive Community

Responsibility: Human Relations Officer

Timeframe: April 30, 2007
Fiscal note: No direct costs

Action Item #3: Promote Greenville's designation as an Inclusive Community using National League of Cities marketing kit and GTV-9

Responsibility: Human Relations Officer and Public Information Office
Timeframe: June 30, 2007
Fiscal note: Minimal direct costs

Action Item #4: Hold an NLC Inclusive Communities sign installation ceremony and install signs on gateway corridors and at the PGV Airport

Responsibility: Human Relations Officer
Timeframe: June 30, 2007
Fiscal note: \$750

Action Item #5: Prepare proclamation for the Mayor's consideration designating September 24-28, 2007 as Race Equality Week

Responsibility: Human Relations Officer and Human Relations Council
Timeframe: September 1, 2007
Fiscal note: No direct costs

Action Item #6: Install sign near PGV Airport welcoming visitors to Greenville in different languages

Responsibility: Human Relations Officer, Human Relations Council, and City Manager's Office
Timeframe: August 31, 2007
Fiscal note: \$2,000

Action Item #7: Sponsor an annual Race Equality Breakfast for the community in conjunction with national Race Equality Week, September 24-28, 2007

Responsibility: Human Relations Officer and Human Relations Council
Timeframe: September 28, 2007
Fiscal note: \$1,500

Action Item #8: Work with the Youth Council, Pitt County Schools, and private schools to create a Race Equality initiative involving other students to be aired on the school's TV-One Channel and the City's GTV-9 Channel

Responsibility: Human Relations Officer and Human Relations Council
Timeframe: October 31, 2007
Fiscal note: No direct costs

Action Item #9: Study establishing a diversity celebration festival

Responsibility: Human Relations Officer and Human Relations Council

Timeframe: December 31, 2007

Fiscal note: No direct costs

6. Goal: Emphasize the Importance of Neighborhood Stabilization and Revitalization

A. *Objective: Preserve/prevent deterioration of single-family neighborhoods for more sustainable communities*

Action Item #1: Create a Rental Property Registration and Certification Program (See Task Force on Preservation of Neighborhoods and Housing [TFPNH] recommendation #1)

Responsibility: Community Development and Information Technology
Departments

Timeframe: February 29, 2008

Fiscal Note: To be determined

Action Item #2: Create a Code Enforcement Tracking System and Rental Property Database (See TFPNH recommendation #2)

Responsibility: Community Development and Information Technology
Departments

Timeframe: January 31, 2007

Fiscal Note: \$58,000

Action Item #3: Rezone remaining predominantly single-family use neighborhoods to an “S district” classification (See TFPNH recommendation #6)

Responsibility: Community Development Department

Timeframe: December 31, 2008

Fiscal Note: \$4,500 in advertising costs

B. *Objective: Stay focused on revitalization block by block (MLK, Jr. Drive)*

Action Item #1: Continue to conduct activities on a block-by-block basis, with bi-monthly updates to the City Manager and City Council; focus on acquisition, demolition, new construction, and infrastructure improvements

Responsibility: Community Development Department

Timeframe: Ongoing

Fiscal Note: \$1,500,000

C. *Objective: Increase new homes and substandard housing rehabs in the 45-Block Revitalization Area by 10% or more by end of 2008*

Action Item #1: Convert suitable and cost efficient acquired rental properties to owner-occupied housing

Responsibility: Community Development Department

Timeframe: December 31, 2008

Fiscal Note: \$100,000

Action Item #2: Utilize the North Carolina Housing Finance Agency New Home Loan pool for eligible low to moderate income homebuyers

Responsibility: Community Development Department

Timeframe: December 31, 2008

Fiscal Note: \$100,000

Action Item #3: Partner with the Greenville Housing Authority to provide homeownership counseling to residents who may qualify for Housing Choice Vouchers

Responsibility: Community Development Department and Greenville Housing Authority

Timeframe: December 31, 2007

Fiscal Note: No direct cost

Action Item #4: Partner with Progressive Action & Restoration, Inc., with their Housing Counseling program to qualify 10 potential homebuyers

Responsibility: Community Development Department

Timeframe: December 31, 2008

Fiscal Note: \$16,000

Action Item #5: Construct at least 10 new single-family homes annually

Responsibility: Community Development Department

Timeframe: December 31, 2007

Fiscal Note: \$660,000

Action Item #6: Provide down payment assistance to at least 10 eligible low to moderate income homebuyers to purchase new homes constructed

Responsibility: Community Development Department

Timeframe: December 31, 2008

Fiscal Note: \$350,000

Action Item #7: Provide assistance to at least 5 low to moderate income owner-occupied homes in need of repair

Responsibility: Community Development Department

Timeframe: December 31, 2008

Fiscal Note: \$350,000

D. *Objective: Review and modify the loan program for conversion of rental property to homeownership*

Action Item #1: Make recommendations to the City Council to increase participation in the Employee Homebuyer Incentive Program for the University Area

Responsibility: Community Development Department

Timeframe: March 5, 2007

Fiscal Note: Funds for program included in operating budget

Action Item #2: Evaluate changes to the Employee Homebuyer Incentive Program for the University Area to determine if further modifications are needed

Responsibility: Community Development Department

Timeframe: October 1, 2007

Fiscal Note: Funds for program included in operating budget

E. *Objective: Support neighborhood organizations to stabilize existing residential areas*

Action Item #4: Develop and adopt neighborhood plans to guide policy and investment decisions in older, established single-family neighborhoods (See TFPNH recommendation #9)

Responsibility: Community Development Department

Timeframe: Ongoing

Fiscal Note: No direct costs

Action Item #5: Employ a person focused on neighborhood improvements by connecting resources and people – investigate similar positions in other cities, develop a list of duties and job description for evaluation by City Council with the 2007-08 budget consideration

Responsibility: Community Development Department

Timeframe: May 7, 2007

Fiscal Note: To be determined

Action Item #3: Consider creating a Neighborhood Commission

Responsibility: Community Development Department and Assistant City Manager

Timeframe: August 31, 2007

Fiscal Note: To be determined

Action Item #4: Increase working relationships between code enforcement officers and neighborhood associations and groups

Responsibility: Community Development Department

Timeframe: Ongoing

Fiscal Note: Minimal direct costs

Action Item #5: Develop a plan to promote the unique architecture of various neighborhoods

Responsibility: Community Development Department and Historic Preservation Commission

Timeframe: October 1, 2007

Fiscal Note: To be determined

F. *Objective: Insure that neighborhoods have appropriate access to parks and recreation facilities*

Action Item #1: Update and amend the Parks Comprehensive Master Plan

Responsibility: Recreation and Parks Department

Timeframe: November 30, 2007

Fiscal Note: \$50,000

Action Item #2: Amend the subdivision and zoning regulations to require recreation and open space reservations and/or dedications based on population impact

Responsibility: Community Development, and Recreation and Parks Departments

Timeframe: Three months after completion of Parks Comprehensive Master Plan update

Fiscal Note: To be determined

Action Item #3: Explore the development/creation of a park on City property on NC 33 East

Responsibility: Recreation and Parks Department and City Council

Timeframe: December 31, 2007

Fiscal Note: \$50,000 appropriated for Master Plan

Action Item #4: Explore development of parks in underserved neighborhoods

Responsibility: Recreation and Parks Department and City Council

Timeframe: December 31, 2007

Fiscal Note: \$50,000 appropriated for Master Plan

Action Item #5: Monitor and respond to needs of senior citizens and people with disabilities

Responsibility: Recreation and Parks Department

Timeframe: Ongoing

Fiscal Note: To be determined on a project-by-project basis

G. *Objective: Continue pursuit of assisted living facility*

Action Item #1: Partner with a developer to construct an assisted living center in the 45-Block Revitalization Area

Responsibility: Community Development Department

Timeframe: December 31, 2008

Fiscal Note: To be determined

H. *Objective: Increase adaptive use of historic properties in redevelopment areas*

Action Item #1: In accordance with the West Greenville Revitalization Plan, develop conceptual plans for housing in the Historic Warehouse District

Responsibility: Community Development Department

Timeframe: April 1, 2007

Fiscal Note: To be determined

Action Item #2: Seek funding to complete a historic resources study that will create a blueprint for citywide property survey and designation; ensure that planning, preservation, and redevelopment go hand in hand; and establish a framework for preservation marketing programs

Responsibility: Community Development Department

Timeframe: December 31, 2007

Fiscal Note: To be determined

Action Item #3: Utilize the findings of the historic resources study to focus marketing efforts for historic resources and to attract private sector investment interest

Responsibility: Community Development Department

Timeframe: March 1, 2008

Fiscal Note: To be determined

Action Item #4: Review incentive programs and policies to determine what programs may be effective in leveraging private sector interest in historic properties

Responsibility: Community Development Department

Timeframe: October 1, 2007

Fiscal Note: To be determined

Action Item #5: Develop a plan to encourage partnering with residents in older neighborhoods to preserve and reclaim (with ECU) older housing stock

Responsibility: Community Development Department

Timeframe: November 1, 2007

Fiscal Note: To be determined

I. *Objective: Dispose of excess property*

Action Item #1: Update index of property in project areas and dispose of any excess property in the 45-Block Revitalization Area for affordable housing production, mixed use, commercial uses, and other land uses that comply with adopted plans for each area with approval of City Council

Responsibility: Community Development Department

Timeframe: Ongoing

Fiscal Note: Minimal direct cost

Action Item #2: Develop a citywide program for identification and disposal of unused City properties for sale with regular notices of availability

Responsibility: Community Development Department

Timeframe: July 31, 2007

Fiscal Note: Minimal direct cost

7. **Goal: Promote Economic Development in the City**

A. *Objective: Support and advocate investment for a vibrant and prosperous Center City*

Action Item #1: Evaluate techniques, methods, and partnerships for marketing Greenville's Center City to investors

Responsibility: Community Development Department

Timeframe: October 1, 2007

Fiscal Note: No direct costs

Action Item #2: Develop indicators and benchmarks for investment growth in the Center City and establish baselines for each

Responsibility: Community Development Department

Timeframe: November 1, 2007

Fiscal Note: No direct costs

Action Item #3: Evaluate public sector programs (i.e., grants, technical assistance, and infrastructure improvements) that may be used to leverage private sector investment

Responsibility: Community Development Department

Timeframe: December 1, 2007

Fiscal Note: No direct costs

Action Item #4: Work with Uptown Greenville to develop a program to market downtown services and resources to students and faculty

Responsibility: Community Development Department

Timeframe: September 1, 2007

Fiscal Note: \$5,000

B. *Objective: Create more downtown residential housing with historic architecture for all income levels*

Action Item #1: In accordance with the Center City Revitalization Plan, staff will develop conceptual plans for housing in the 1st Street/Town Common area

Responsibility: Community Development Department

Timeframe: April 1, 2007

Fiscal Note: To be determined

Action Item #2: Contact private sector financial and development partners to structure development agreements that will move the housing plans from concept to reality

Responsibility: Community Development Department

Timeframe: In progress

Fiscal Note: No direct costs

Action Item #3: In accordance with the Center City-West Greenville Redevelopment Plan, and through the assistance of Uptown Greenville, develop site design guidelines that will ensure that new construction and substantial renovations in the Center City area conform to the historic architectural character of the area

Responsibility: Community Development Department
Timeframe: August 31, 2007
Fiscal Note: \$18,000 for development of a professional document depicting design standards

Action Item #4: Explore partnerships with private developers that will lead to the redevelopment of historic structures for residential use

Responsibility: Community Development Department
Timeframe: Ongoing
Fiscal Note: No direct costs

Action Item #5: Work with private developers to develop plans to address often-cited obstacles to Center City development such as parking, stormwater management, and site access

Responsibility: Community Development Department
Timeframe: Ongoing
Fiscal Note: No direct costs

C. *Objective: Promote opportunities for small and minority businesses and encourage utilization of the minority workforce*

Action Item #1: Offer workshops and training to small businesses and MWBE vendors to enhance their ability to do business with the City

Responsibility: Financial Services Department
Timeframe: December 31, 2007
Fiscal Note: \$12,000

Action Item #2: Increase the number of MWBE vendors certified through the MWBE Program

Responsibility: Financial Services Department
Timeframe: December 31, 2007
Fiscal Note: No additional cost

Action Item #3: Continue to work on implementing a mentor program and the establishment of a small business incubator for small businesses

Responsibility: Financial Services Department
Timeframe: Ongoing
Fiscal Note: \$250,000

Action Item #4: Develop indicators and benchmarks for small business growth in the Center City and establish baselines

Responsibility: Community Development Department

Timeframe: November 1, 2007

Fiscal Note: To be determined

Action Item #5: Review small business creation programs in place in other regional jurisdictions

Responsibility: Community Development Department

Timeframe: November 1, 2007

Fiscal Note: To be determined

D. *Objective: Retain businesses in the redevelopment areas*

Action Item #1: Review business retention programs in place in other regional jurisdictions

Responsibility: Community Development Department

Timeframe: December 1, 2007

Fiscal Note: Minimal direct cost

Action Item #2: Prepare recommendations and any required budgetary requests to implement recommended business retention programs

Responsibility: Community Development Department

Timeframe: March 1, 2008

Fiscal Note: To be determined

E. *Objective: Promote the City to retain and expand business/industry and provide quality jobs*

Action Item #1: Continue to work closely with Pitt County Development Commission, Chamber of Commerce, East Carolina University, Pitt Community College, University Health Systems, and others to retain and expand business and industry and to encourage job creation with full benefits

Responsibility: City Manager

Timeframe: Ongoing

Fiscal Note: No direct costs

F. *Objective: Encourage mixed-income new development (residential)*

Action Item #1: Research development incentives and options that encourage and/or require mixed use and affordable housing including incentive and/or inclusionary zoning, transfer of development rights, density bonuses, proffers, and exactions

Responsibility: Community Development Department
Timeframe: December 1, 2007 (Phase 1)
Fiscal Note: No direct costs

8. Goal: Provide a Safe Community

- A. *Objective: Create and implement community policing policies that increase public contact and improve the perception of the Police Department to reduce crime*

Action Item #1: Implement Comprehensive Community Policing Plan Department-wide

Responsibility: Police Department
Timeframe: June 30, 2007
Fiscal Note: To be determined

Action Item #2: Design and implement a crime analysis program that utilizes crime data to hold officers, supervisors, and managers accountable to assigned communities (Compstat Type Program)

Responsibility: Police Department
Timeframe: August 31, 2007
Fiscal Note: Cost of upgraded computer system is \$1,200,000

Action Item #3: Complete mandated community policing training for entire Department

Responsibility: Police Department
Timeframe: December 31, 2007
Fiscal Note: Training costs included in operating budget

Action Item #4: Provide support for establishing a 24-hour mental health intake center

Responsibility: City Council and City Manager
Timeframe: March 1, 2007
Fiscal Note: To be determined based on availability of federal funding

- B. *Objective: Become more active in the prevention of juvenile violence in the community*

Action Item #1: Implement after-school program to target at-risk youth

Responsibility: Police Department
Timeframe: December 1, 2007
Fiscal Note: To be determined

Action Item #2: Partner with Pitt County Sheriff's Office and other municipal law enforcement agencies to target gang activity

Responsibility: Police Department

Timeframe: Ongoing

Fiscal Note: To be determined

Action Item #3: Continue support of Citizens United Against Violence (CUAV), Blue Print for Peace, and Project Unity

Responsibility: Police Department

Timeframe: Ongoing

Fiscal Note: No direct costs

Action Item #4: Create a Police Explorer Program for youth with funding and scholarships

Responsibility: Police Department

Timeframe: October 1, 2007

Fiscal Note: To be determined

Action Item #5: Develop the Greenville Police Athletic League (PAL) program at the Eppes Recreation Center

Responsibility: Police Department

Timeframe: December 31, 2007

Fiscal Note: To be determined

C. *Objective: Strengthen crime prevention efforts by increasing participation in community watch programs*

Action Item #1: Coordinate district officer participation with community watch programs through Community Policing Plan

Responsibility: Police Department

Timeframe: Ongoing

Fiscal Note: No direct cost

Action Item #2: Design strategies to work with current inactive Community Watch groups and assist them in becoming active

Responsibility: Police Department

Timeframe: July 1, 2007

Fiscal Note: To be determined

Action Item #3: Develop and implement new crime prevention programs with existing partners (community watch and other community organizations) and pursue new partnerships with faith-based organizations

Responsibility: Police Department

Timeframe: August 1, 2007

Fiscal Note: Minimal direct cost

D. *Objective: Improve the efficiency of public safety resources by addressing the Police response to false alarms*

Action Item #1: Present new false alarm ordinance to City Council for approval

Responsibility: Police Department

Timeframe: April 12, 2007

Fiscal Note: To be determined

Action Item #2: Develop false alarm public awareness and education program

Responsibility: Police Department

Timeframe: June 30, 2007

Fiscal Note: To be determined

Action Item #3: Prepare report that outlines experience with the false alarm program

Responsibility: Police Department

Timeframe: December 31, 2007

Fiscal Note: No direct cost

E. *Objective: Strengthen preparedness for a major disaster*

Action Item #1: Provide training to the business community on emergency management and business survival from disasters

Responsibility: Fire-Rescue Department

Timeframe: Ongoing

Fiscal Note: Minimal direct costs

Action Item #2: Rewrite the City's Emergency Operations Plan and establish departmental and overall Continuity of Operations Plans

Responsibility: Fire-Rescue Department

Timeframe: July 1, 2007

Fiscal Note: To be determined

9. **Goal: Develop Transportation Initiatives to Meet Community Growth and Ensure a Sustainable Community**

A. *Objective: Improve roads leading into and out of the City*

Action Item #1: Continue the inventory of conditions for all State and City-maintained roadways within the City

Responsibility: Public Works Department

Timeframe: June 30, 2007

Fiscal Note: Direct cost of \$30,000 for Condition Inventory Update

Action Item #2: Prioritize for improvement/repair based on condition survey

Responsibility: Public Works Department

Timeframe: September 1, 2007

Fiscal Note: No direct cost. Priority established in-house based on condition survey.

Action Item #3: Develop schedule for repair of City-maintained streets (resurfacing program)

Responsibility: Public Works Department

Timeframe: Ongoing

Fiscal Note: No direct cost. Schedule prepared in-house.

Action Item #4: Meet with NCDOT to develop schedule for repair of State highways

Responsibility: Public Works Department

Timeframe: September 30, 2007

Fiscal Note: No direct cost. Meeting and negotiations with NCDOT performed in-house.

Action Item #5: Work with Greenville Urban Area MPO and NCDOT to promote construction of new roads

Responsibility: Mayor, City Manager, and Public Works Department

Timeframe: Ongoing

Fiscal Note: Will be directly reimbursable for some of these activities as part of the MPO Grant; otherwise, no direct cost.

B. *Objective: Develop initiatives/programs to reduce urban congestion*

Action Item #1: Meet with largest employers to discuss feasibility of staggered starts and park-and-ride programs

Responsibility: Public Works Department
Timeframe: Ongoing
Fiscal Note: No direct cost. Contact and discussions performed by in-house personnel.

Action Item #2: Continue to participate in Public Transportation Working Group

Responsibility: Public Works Department
Timeframe: Ongoing
Fiscal Note: No direct cost. Staff works with Pitt County, ECU, and PATS.

C. *Objective: Promote/lobby for state and federal funding for local transportation improvements*

Action Item #1: Continue to work through the Greenville Urban Area MPO to publicize and lobby for the most important transportation needs

Responsibility: Mayor, City Manager, and Public Works Department
Timeframe: Ongoing
Fiscal Note: No direct cost anticipated; 80% of incurred costs reimbursable through the MPO.

Action Item #2: Work with NCDOT Board members and local legislative delegation to promote the most important transportation needs

Responsibility: Mayor and Council, City Manager, and Public Works Department
Timeframe: Ongoing
Fiscal Note: No direct cost anticipated; 80% of incurred costs reimbursable through the MPO

Action Item #3: Work with NCDOT and CSX to relocate rail switching yard

Responsibility: Public Works Department
Timeframe: Ongoing
Fiscal Note: To be determined

D. *Objective: Increase GREAT ridership*

Action Item #1: Develop marketing program to better promote Greenville Area Transit (GREAT)

Responsibility: Public Works Department
Timeframe: September 2007

Fiscal Note: Direct cost will be determined based on plan

Action Item #2: Increase distribution of information/route schedules for GREAT

Responsibility: Public Works Department

Timeframe: Ongoing

Fiscal Note: Cost covered by current budget

Action Item #3: Develop partnerships with other agencies to facilitate the use of GREAT

Responsibility: Public Works Department

Timeframe: Ongoing

Fiscal Note: No direct cost. Will be completed in-house.

Action Item #4: Explore the establishment of a Public Transportation Authority

Responsibility: Public Works Department and City Manager

Timeframe: December 1, 2007

Fiscal Note: To be determined

Action Item #5: Build intermodal transportation center

Responsibility: Public Works Department

Timeframe: Complete site selection/conceptual plan by December 1, 2007

Fiscal Note: Estimated cost for project is \$8 million, having a 90%/10% cost share with Federal/State government paying 90% and City paying 10% local match.

E. Objective: Improve and make safer pedestrian crossings throughout Greenville

Action Item #1: Replace worn-out crosswalk markings with thermoplastic pavement markings

Responsibility: Public Works Department

Timeframe: Ongoing

Fiscal Note: Direct costs of materials and labor are included in current operating budget

Action Item #2: Replace existing pedestrian signal heads with countdown pedestrian signals

Responsibility: Public Works Department

Timeframe: Ongoing

Fiscal Note: Program is subject to receiving funds for signal equipment

Action Item #3: Include countdown signal heads at new pedestrian signal installations

Responsibility: Public Works Department

Timeframe: Ongoing as signalization projects develop

Fiscal Note: Cost of countdown pedestrian signal heads will be included as part of an overall project for a new traffic signal installation at an intersection with sidewalks.

F. *Objective: Maximize use of Pitt-Greenville Airport: continue efforts for more commercial service*

Action Item #1: Provide funding to match federal commercial air service development grant

Responsibility: City Council

Timeframe: September 30, 2007

Fiscal Note: \$33,333

Action Item #2: Consider requesting accommodations tax funds to market airport

Responsibility: City Council and Convention & Visitors Authority

Timeframe: June 30, 2007

Fiscal Note: To be determined

G. *Objective: Explore bringing passenger rail back to Greenville*

Action Item #1: Discuss with NCDOT the feasibility of bringing passenger rail service back to Greenville

Responsibility: Public Works Department

Timeframe: August 1, 2007

Fiscal Note: No direct cost

10. **Goal: Maintain the Financial Stability of the City**

A. *Objective: Improve the format of financial information decision-making*

Action Item #1: Revise and enhance the monthly financial statements, budget ordinance amendments, and the investment management information submitted and presented to City Council

Responsibility: Financial Services Department and Assistant City Manager

Timeframe: September 30, 2007

Fiscal Note: To be determined

Action Item #2: Establish a formal write-off and allowance for doubtful accounts policy for miscellaneous receivables

Responsibility: Financial Services Department

Timeframe: April 30, 2007

Fiscal Note: To be determined

Action Item # 3: Establish policies and procedures for funding post-retirement liabilities as required by GASB (Governmental Accounting Standards Board) based on annual actuarial studies

Responsibility: Financial Services Department, Human Resources, and City Manager

Timeframe: December 31, 2007

Fiscal Note: To be determined

Action Item #4: Develop budget targets for departments for the 2008-09 and 2009-10 budget and operating plan and allocate direct cost to departments where feasible

Responsibility: Financial Services Department, Assistant City Manager, and City Manager

Timeframe: December 31, 2007

Fiscal Note: No additional cost

B. *Objective: Determine plans for moving forward on annexations*

Action Item #1: Develop an annexation policy and implementation plan for City Council consideration

Responsibility: Community Development Department and Assistant City Manager

Timeframe: June 1, 2007

Fiscal Note: No direct cost

Action Item #2: Complete annexation process for River Hills Subdivision

Responsibility: Community Development Department

Timeframe: June 30, 2007

Fiscal Note: To be determined